Knowledge Creation and Knowledge Management in Inter-Organizational Innovation Networks Claudia Loebbecke Department of Business, Media and Technology Management University of Cologne, Germany

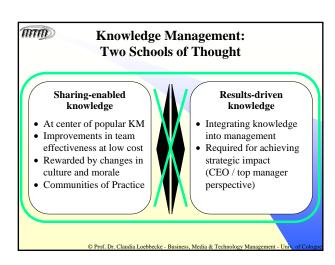
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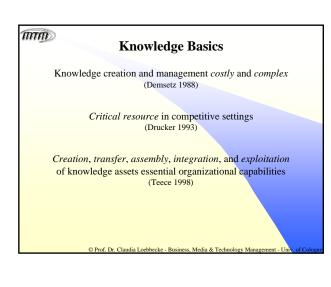
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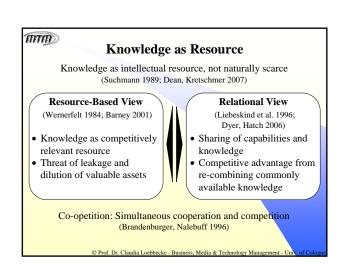
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Agenda Inter-Organizational Knowledge Basics Inter-Organizational Knowledge Creation Framework for Investigation Two Brief Cases Conclusions and Lessons Learnt from Cases Inter-Organizational Knowledge Sharing Framework for Lawestigation One Brief Case Insights and Opportunities





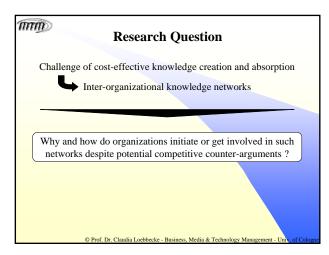


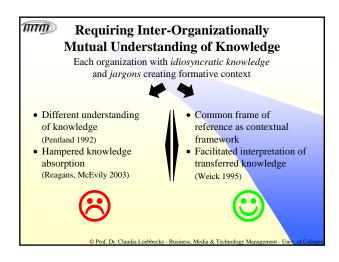


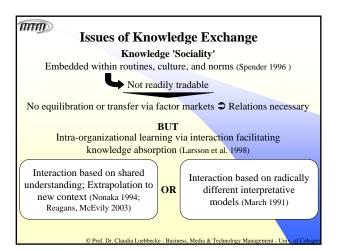
Co-opetition: Relevant Questions • What to share? • With whom? • When? • Under what conditions?

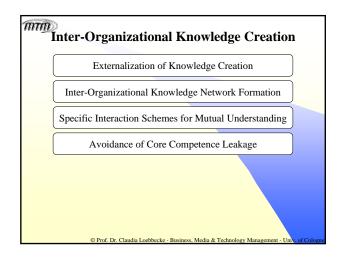


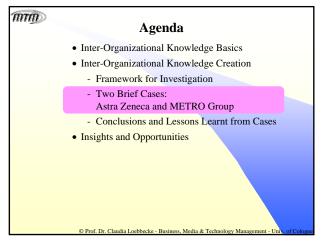


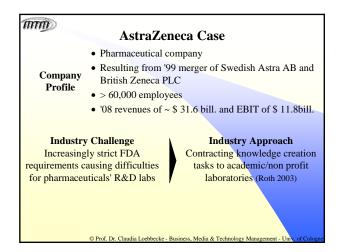


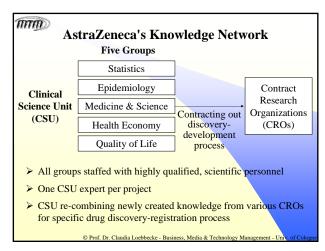


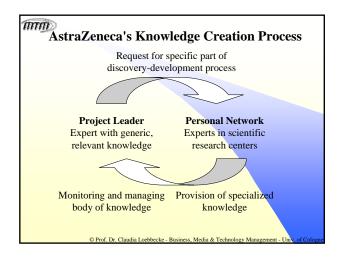




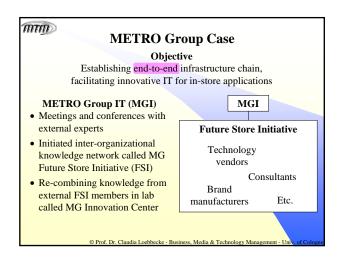


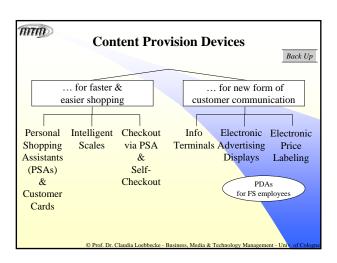


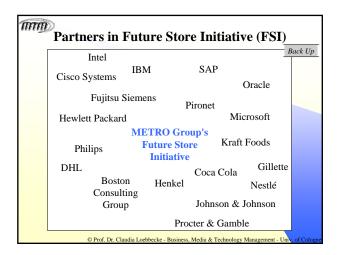


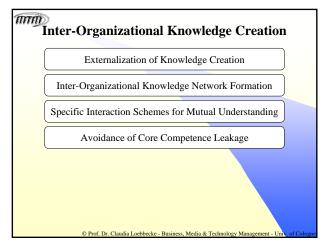


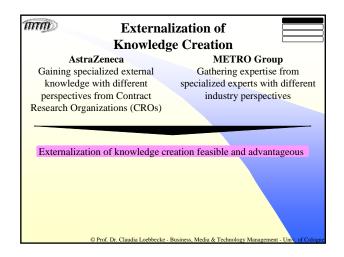


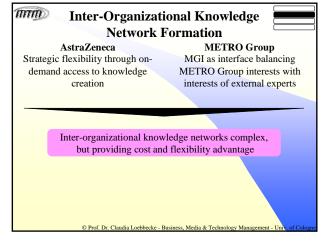


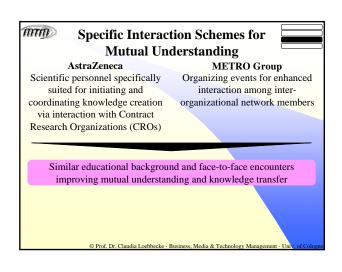


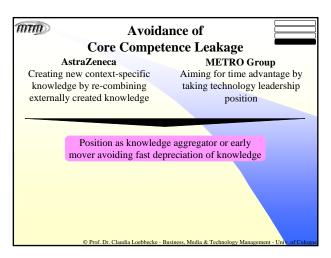




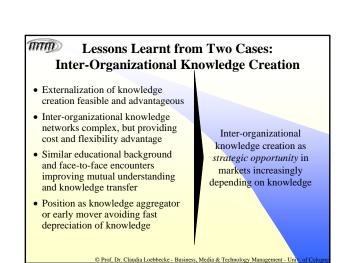








Agenda • Inter-Organizational Knowledge Basics • Inter-Organizational Knowledge Creation - Framework for Investigation - Two Brief Cases: Astra Zeneca and METRO Group - Conclusions and Lessons Learnt from Cases • Insights and Opportunities



Conclusions from Two Cases: Inter-Organizational Knowledge Creation

- Shift to knowledge creation in inter-organizational networks based on complexity and cost arguments
- Organizations benefiting in terms of cost savings and specialized knowledge from inter-organizational knowledge networks
- No transactional, but relational knowledge transfer
- Experts with similar educational background required for
 - Creating common formative context
 - ➤ Allowing for proper interpretation of knowledge
- Knowledge reassembly capabilities and speed of innovation as core competencies

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